

across the country. Representative Torres has shown true leadership in the area of civil rights and has stood steadfast in an effort to bring our country together amid all of our diversity to build a stronger community.

Congressman Torres has led efforts to provide people with the tools they need to make the most of their own lives. He has set the standard for excellence in public service, and his retirement after over 15 years will be a loss felt across the country.

Statement on Senate Support for NATO Enlargement *March 3, 1998*

I welcome today's strong endorsement by the Senate Foreign Relations Committee for admitting Poland, Hungary, and the Czech Republic to NATO. By adding these countries as our newest allies, we will make NATO stronger, Europe more stable, and America more secure.

The United States has led the way in building an undivided, democratic, peaceful Europe. I hope we will be among the first to ratify NATO's historic enlargement. I look forward to the full Senate vote on this issue in the weeks ahead.

Memorandum on Conducting "Conversations With America" To Further Improve Customer Service *March 3, 1998*

Memorandum for the Heads of Executive Departments and Agencies

Subject: Conducting "Conversations with America" to Further Improve Customer Service

This Administration has made significant progress toward reinventing Government to improve customer service since I issued Executive Order 12862, "Setting Customer Service Standards," on September 11, 1993, followed by my memorandum of March 22, 1995, "Improving Customer Service." For the first time, the Federal Government's customers have been asked what they want and have been told that they have a right to expect first-class service. Now they can see the results achieved against the customer service standards that have been set in place.

On the occasion of the fifth anniversary of the establishment of my Administration's reinventing Government initiative, it is time to increase efforts to engage customers in conversations about further improving Government service. This initiative—"Conversations with America"—will enable your agency to discover what is most important to its customers and what

the Federal Government can do to meet their expectations. As your agency learns what Americans care about, use this information to provide service that will equal the best in business and serve as a model for others.

To carry out this effort and assure that Government works better and gets results Americans care about, I am now directing the additional steps set forth below.

Actions. The agencies covered by Executive Order 12862 are directed as follows:

1. Agencies shall create activities and programs, continuing throughout the year, that will engage customers in a discussion about how to improve Government service by determining the kind and quality of services they want and their level of satisfaction with existing services.

2. By no later than March 16, 1998, agencies shall designate a person within the agency to serve as the primary liaison to coordinate information and programs dealing with the "Conversations with America" initiative. Agencies shall then provide the National Partnership for